



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, 91ST DIVISION (TRAINING SUPPORT)**  
**BLDG 510, PARKS RFTA**  
**DUBLIN, CALIFORNIA 94568-5201**

AFKR-TCA-OPT

20 November 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 91<sup>st</sup> Division 2004-2005 Winter Safety Campaign

1. References.

- a. FM 31-70, Basic Cold Weather Manual, 12 April 1968.
- b. TC 21-3, Soldier's Handbook for Individual Operations and Survival, 17 March 1986.
- c. FM 100-14, Risk Management, 23 April 1998.
- d. FM 21-305, Manual for the Wheeled Vehicle Driver, 27 August 1993.
- e. AR 600-55, Motor Vehicle and Equipment Operator Selection, Training, Testing, and Licensing, 31 December 1993.
- f. FM 21-10, Field Hygiene and Sanitation, 21 June 2000.
- g. FM 4-24.11, First Aid, 23 December 2002.
- h. U.S. Army Center for Health Promotion and Preventive Medicine website:  
<https://chppm-www.apgea.army.mil>.
- i. U.S. Army Safety Center website/ Privately Owned Vehicle (POV) Risk Assessment Tool  
<https://safety.army.mil/home.html>.

2. The USAR will continue to have forces on the move during the winter season with operations continuing with winter risk factors present. This combination dictates that safety must have our paramount attention. The intent of this campaign is to save lives by implementing a combination of both new and proven risk-management techniques while sustaining our efforts in support of Operation Enduring Freedom, Operation Iraqi Freedom, Operation Noble Eagle, Global War on Terrorism, operations in the Balkans, and Army Transformation.

3. This memorandum outlines the 91<sup>st</sup> Division 2004-2005 Winter Safety Campaign, which will run from 1 October 2004 through 30 April 2005. Enclosure 2 provides a summary of tasks associated with this campaign.

a. The purpose of this campaign is to—

- (1) Support the Army *Be Safe* campaign by aggressively promoting safety awareness.
- (2) Bring brigade- and lower-level safety programs to standard. This includes ensuring commanders, noncommissioned officers (NCOs), and collateral duty safety personnel are trained and have the tools they need to do their job.
- (3) Provide a comprehensive, proactive means for identifying winter ground, and off-duty hazards, and for mitigating anticipated risks.
- (4) Implement and monitor risk-mitigation measures in ongoing training and operational missions to ensure the safety of personnel assigned to the 91<sup>st</sup> Division and their families.
- (5) Achieve the overarching, command-wide goal of ensuring no loss of life and minimal injuries and equipment damage during the winter season. This objective supports the Army *Be Safe* campaign and the Secretary of Defense goal of reducing accidents by 50 percent.

b. We must transfer our risk-identification and management efforts from our summer to winter activities and operations. These activities include all deployment/ redeployment operations, training support missions, day-to-day operations, garrison and field training, movement operations, and support activities. Of equal importance is our effort to prepare Soldiers, civilians, and family members for the hazards of off-duty winter recreational activities. Targeted training, thorough hazard identification, intensive risk management, and strong leadership involvement are critical to this campaign's success.

c. We must plan for winter environmental factors. Fewer hours of daylight, low temperatures, freezing precipitation, road ice, and fog all impact operations. Traffic congestion on roads and during winter vacation periods also affects our ability to execute our mission.

d. Our junior officers and NCOs are critical to the success of unit safety programs. Commanders and their command sergeant majors must be committed and dedicated to accident prevention and deeply involved in the risk-management process to ensure the safety of our Soldiers. Junior officers and NCOs have the support and tools necessary to positively affect our young Soldiers. It is essential that junior leaders accept responsibility for spearheading unit winter safety programs. Senior leaders must lead this effort by establishing policy and standards, initiating programs, checking program implementation and execution, and enforcing compliance through the chain of command. By working together, we can ensure a safe and effective environment.

4. This paragraph provides the 91<sup>st</sup> Division Winter Safety Campaign requirements. All personnel deploying from or redeploying to CONUS or OCONUS locations must comply with these campaign requirements at the earliest opportunity to minimize the targeted risk.


- Brigade/Battalion Winter Safety Programs.

Commanders will use the Division Winter Safety Campaign to establish Winter Safety Campaigns at your level. Programs will cover operations and activities as well as off-duty safety. The goal of these programs will be to ensure that knowledgeable, dedicated leaders and Soldiers are effectively trained and prepared to prevent winter-related accidents and injuries, both on and off duty. As a minimum, winter safety programs must address the following topics and the specific taskings of the Division Winter Safety Campaign:

- (1) Unit safety-program readiness.
- (2) Winter driving.
- (3) Cold-weather injury prevention.
- (4) Field and garrison training.
- (5) Preparation for deployment and redeployment.
- (6) Extended Privately owned vehicle (POV) and motorcycle travel.
- (7) Off-duty winter recreation activities.
- (8) Space heater safety
- (9) Winter outdoor recreational activities
- (10) Fire safety
- (11) Carbon-monoxide poisoning
- (12) Suicide prevention

5. This Campaign's focus is to direct our energies to ensure we train, move, and maintain safety awareness during adverse winter conditions. We must be aggressive in sustaining this focus while ensuring operations are executed to standard. The Risk Management Process must be applied to all winter activities, both on and off duty. We can neither afford nor accept the loss of a single Soldier, civilian employees, or family member to a preventable accident. Situational awareness is the key to accident prevention.

*Powder River, Let er Buck!*

  
RODNEY M. KOBAYASHI  
Major General, USA  
Commanding